



STATE OF RHODE ISLAND – DEPARTMENT OF ADMINISTRATION
ONE CAPITOL HILL
PROVIDENCE, RI 02908

INSTRUCTIONS FOR COMPLETING THE PERFORMANCE DEVELOPMENT PROCESS

The purpose of the Performance Development process is to promote better communication between supervisors and their employees, as well as to encourage professional development and growth for all state employees. Each form is customizable and allows space for the Department's name and logo, as well as agency-specific strategic priorities. In addition to the evaluation form, supervisors and non-supervisors will be provided with lists of appropriate Core Competencies. Employees and their supervisors should review and become familiar with the core competencies during their initial goal-setting meeting as well as at their six month interim review. Please note this form should not be utilized during an employee's formal probation period.

FIRST STEPS

Please select your agency's designated form at: <http://www.hr.ri.gov/performance-development/> and complete the following steps:

1. **CLICK SAVE AS**, keep the file extension and existing title (i.e. annual-performance-development-review-form-DOA.pdf)
2. Add your last name, a dash your first name, and a dash at the beginning of the form file name.
3. Your file name should look like this: **YourLastName-YourFirstName-annual-performance-development-review-form-DOA.pdf**
4. After the initial "save as," it is recommended that you use the "save" command to save the form as you work. You may leave the form and come back to work on it, just remember where you saved it on your computer.

INITIAL MEETING

This meeting allows the supervisor and employee to set expectations for the annual performance development evaluation. **Supervisors** should begin by completing the top section of the Annual Performance Development Evaluation Form electronically:

Performance Development Evaluation Form	
Annual Evaluation Period: <input type="text"/> to <input type="text"/>	
Employee Name:	Manager Name:
Title:	Title:
Division/Unit:	Division/Unit:
Date of Evaluation:	Review: <input type="checkbox"/> Initial (Set Goals) <input type="checkbox"/> Evaluation

Each **employee** should then complete the following sections of the Annual Performance Development Evaluation:

AGENCY STRATEGIC PRIORITIES: The **supervisor** should list the agency strategic priorities that are related to the **employee's** work assignment. These strategic priorities will likely be the same for employees in the same unit, division or section.

Agency Strategic Priorities
<div></div>



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SECTION 1: OBJECTIVES: The **employee** should list up to four major assignment-related objectives for the next six months under “Objective Description.” Remember that objectives should be SMART: Specific, Measurable, Achievable, Relevant and Timely. *For example, an employee may want to generate weekly reports detailing tasks completed to improve communication to customers.*

Section 1: Objectives		
EMPLOYEE WILL BE EVALUATED ANNUALLY ON THE OBJECTIVES BELOW USING THE FOLLOWING LEVELS:		
N = Not Meeting Expectations I = Improvement Needed M = Meeting Expectations E = Exceeding Expectations		
Objective Description	Level	Status Description

SECTION 2: PROFESSIONAL DEVELOPMENT: Each **employee** should describe professional development opportunities he/she would like to participate in and/or skills or knowledge that he/she would like to obtain over the next six months. *For example, an employee working in communications may express his/her desire to learn HTML coding so he/she can update the division website.*

Section 2: Professional Development
Please list professional development goals and opportunities for growth in the box below:

There should be a **discussion between the supervisor and the employee** about his/her objectives and professional development plans as described in the draft of the Annual Performance Development Evaluation Form. While the objectives and professional development plans should be jointly developed, the **final determination of these objectives and plans rests with the supervisor.**

Section 3: PERFORMANCE REVIEW: The **supervisor should review and discuss with the employee** the Performance Review section (Section 3) and the Core Competencies associated with the employee’s position. The supervisor and employee will not fill this section out, but will discuss the expectations associated with this section in preparation for both the interim Performance Development Progress form and the Annual Performance Development Evaluation form.

Final step: Supervisors should **email the finalized and initialed/signed goal setting form** as an attachment to: doa.performancedev@hr.ri.gov. Be sure to cc or to provide a copy of the final form to your staff member as well.



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INTERIM PERFORMANCE DEVELOPMENT PROGRESS FORM (6 Month)

Supervisors and employees should use this six-month checkpoint to **continue the open dialogue and provide feedback** on where the employee currently stands in meeting his/her goals.

Using Sections 1 & 2 of the Annual Performance Development Evaluation Form from their initial meeting as a guide, the **supervisor and employee** should **each fill out** their portions of the Performance Development Progress Form and **review their comments together**.

The completed interim progress report also allows the supervisor and employee to re-evaluate their initial objectives and goals from six months prior, if necessary. The Performance Development process is designed to allow flexibility in response to changing work environments, agency missions and job responsibilities.

The form is titled "Performance Development Progress Form" and includes fields for Employee Name, Manager Name, Title, Division/Unit, Date Prepared, and Date of Meeting. It is divided into three sections: Section 1: Objectives, Section 2: Professional Development, and Section 3: Performance Elements. Each section has columns for Employee Comments and Manager Comments.

Final step: Supervisors should **email the finalized and initialed/signed form** as an attachment to: doa.performancedev@hr.ri.gov. Be sure to cc or to provide a copy of the final form to your staff member as well.

ANNUAL PERFORMANCE DEVELOPMENT EVALUATION (1 Year)

One year after the initial Performance Development meeting, the **supervisor and the employee** should complete the remainder of the Annual Performance Development Evaluation Form. The **employee** should complete the following section:

SECTION 3: PERFORMANCE REVIEW – In this section, there are five categories which each relate to a Core Competency. The **employee** should self-evaluate by choosing the appropriate level of performance in the section denoted for the **employee**. The definitions of the levels are found at the end of this document.

Section 3: Performance Review			
<i>Please choose a performance level (refer to Section 1: Objectives for level descriptions). Differences in employee and manager scoring will be discussed during the performance review session and a final score will be recorded under "Manager's Final Level."</i>			
CORE VALUES (Accountability/Ethics/Honesty/Integrity)	Performance Level (N, I, M or E)	Manager's Final Level	Comments
EMPLOYEE			
MANAGER			

The **supervisor** should then complete the following sections:

SECTION 1: OBJECTIVES – The employee should be evaluated on the objectives using the appropriate levels. The "Status Description" portion of this section allows for the supervisor to add explanatory comments and/or examples as needed.



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Section 1: Objectives		
EMPLOYEE WILL BE EVALUATED ANNUALLY ON THE OBJECTIVES BELOW USING THE FOLLOWING LEVELS: N = Not Meeting Expectations I = Improvement Needed M = Meeting Expectations E = Exceeding Expectations		
Objective Description	Level	Status Description

SECTION 2: PROFESSIONAL DEVELOPMENT – After discussing the **employee's draft goals** in this section, the **supervisor can add** finalized language regarding the employee's professional development opportunities. This may be updated from the interim Performance Development Progress Form and/or the initial meeting. Again, these are opportunities in which the **employee would like to participate** and/or skills or knowledge that he/she would like to obtain over the next six months.

SECTION 3: PERFORMANCE REVIEW - In this section there are five categories which each relate to a Core Competency. In each Core Competency, there is space for the **supervisor to write comments** related to the employee's performance and to choose the appropriate level of performance. The definitions of the levels are listed at the end of this document.

Section 3: Performance Review			
Please choose a performance level (refer to Section 1: Objectives for level descriptions). Differences in employee and manager scoring will be discussed during the performance review session and a final score will be recorded under "Manager's Final Level."			
CORE VALUES (Accountability/Ethics/Honesty/Integrity)	Performance Level (N, I, M or E)	Manager's Final Level	Comments
EMPLOYEE			
MANAGER			

Supervisors should set up a time to meet with the employee and review what each has written/submitted. Following that review, **supervisors should record final levels** in Section 3. A supervisor may choose to keep the same original score or he/she may feel differently after speaking with the employee.

Section 3: Performance Review			
Please choose a performance level (refer to Section 1: Objectives for level descriptions). Differences in employee and manager scoring will be discussed during the performance review session and a final score will be recorded under "Manager's Final Level."			
CORE VALUES (Accountability/Ethics/Honesty/Integrity)	Performance Level (N, I, M or E)	Manager's Final Level	Comments
EMPLOYEE			
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Following this open dialogue, the **supervisor fills out** the Supervisor's Overall Review and Recommendations section, and the employee completes the Employee's Comments section.

Both must sign and date the document. The employee retains a copy, and the original goes to the Human Resources Division to be retained in the individual's personnel file.

Employee Signature: Your signature certifies that you have read the evaluation and that your manager has discussed its contents with you. It also certifies that you have had an opportunity to record your comments above.	Manager Signature: Your signature certifies that you have reviewed and discussed the contents with the employee and the employee was offered the opportunity to comment.
Employee _____ Date _____	Manager _____ Date _____
Please submit this form to the R.I. Division of Human Resources at doa.performance@hr.ri.gov	

After the form is completed, the **supervisor submits** it to his/her supervisor **for review only**. Supervisors should initial the last page of the form to ensure they have seen its contents.

E-Signatures: According to the State of Rhode Island Uniform Electronic Transactions Act (Chapter 42-127.1), typing your name on the forms below and submitting said form via your State sponsored email address and through our internal mail server is a legal signature.

UETA defines "electronic signature" as follows: (8) "Electronic signature" means an electronic sound, symbol, or process attached to or logically associated with a record and executed or adopted by a person with the intent to sign the record.

Final step: Supervisors should **email the finalized and initialed/signed form** as an attachment to: doa.performance@hr.ri.gov. Be sure to cc or to provide a copy of the final form to your staff member as well.

DEFINITIONS

OBJECTIVES: Objectives are employee work assignments that are vital to the department's mission and intrinsic to the employee's position. Remember that objectives should be SMART: Specific, Measurable, Achievable, Relevant and Timely. While most employees will have more than four objectives, employees should be asked to identify the four most important objectives during the Performance Development process.

LEVELS: In Sections 1 and 3, there are four levels to describe the employee's work performance:

1. **E = Exceeding Expectations.** This employee's performance goes above and beyond what is required, and he/she continually expresses a desire and ability to excel.
2. **M = Meeting Expectations.** This employee completes all objectives expected of him/her.
3. **I = Improvement Needed.** Meets some but not all expectations of this objective or competency. Further effort, training or skills development may be needed.
4. **N = Not Meeting Expectations.** Performance does not meet the minimum standards of the job/role.